



Policy and Program Coordination Bureau
Center for Development, Information & Evaluation
Performance Measurement & Evaluation Division
Contract #: AEP-C-00-99-00034-00

FINAL

PERFORMANCE MANAGEMENT PLAN

**SO 5: INCREASED OPPORTUNITIES FOR DOMESTIC AND FOREIGN
INVESTMENT**

USAID/Morocco

**Shiro Gnanaselvam
James H. Purcell**

PRICEWATERHOUSECOOPERS 
1616 North Fort Myer Drive
Arlington, VA 22209
703-741-1000



TABLE OF CONTENTS

SECTION 1: INTRODUCTION	PAGE 3
Background	
Guiding Principles of the Plan	
SECTION 2: THE RESULTS FRAMEWORK	PAGE 4
Graphical Representation	
Logical Consistency	
Critical Assumptions	
SECTION 3: PERFORMANCE MONITORING REQUIREMENTS	PAGE 8
Responsibility for Performance Monitoring	
Budgeting	
Promoting Participation	
Data Quality	
Reviewing Performance	
SECTION 4: PERFORMANCE INDICATOR REFERENCE SHEETS	PAGE 11
SECTION 5: NEXT STEPS TO COMPLETE THIS PMP	PAGE 22
 <u>ANNEXES</u>	
ANNEX 1: SCOPE OF WORK	PAGE 24
ANNEX 2: WORK PLAN	PAGE 25
ANNEX 3: DATA QUALITY CHECKLIST	PAGE 27



SECTION 1: INTRODUCTION

USAID/Morocco developed a new Country Strategic Plan (CSP) in 1999 for FY 2000 – 2005. Washington approved the plan provisionally in May 1999 with a request for additional information in certain areas. The Mission was requested to provide a more detailed implementation plan for the Economic Growth sector covering the first two years of the strategy period. Specifically, the Mission was asked to identify which policies it intended to focus on and which of the several illustrative packages would be funded. The mission was also asked to provide detail on specific activities, partners and responsibilities for the first two years of implementation. The mission responded to these requests in March 2000 and USAID/Washington approval was granted.

To assist the Economic Growth team to begin implementing its activities, consulting support from PricewaterhouseCoopers (PwC) was requested. Specifically, PwC was asked to assist the team by drafting a performance management plan (PMP). This would involve:

- Refining the results framework for the economic growth strategic objective, including validating its logical consistency
- Developing performance indicators at the SO and IR level
- Providing recommendations for data collection
- Drafting the performance management plan

To achieve this, the PwC consultants reviewed background materials, performed technical analysis and facilitated a review of the economic growth results framework. Their work is summarized in this PMP which is organized as follows. Section 1 introduces the PMP and provides background information. Section 2 presents the results framework, logical consistency of the framework and the critical assumptions underpinning the framework. Section 3 provides an overview of performance monitoring requirements including a synopsis of agency guidance, budgeting, ways in which participation of partners and other stakeholders can be fostered, guidelines for ensuring data quality and guidelines for reviewing performance data. Section 4 comprises the performance indicator reference sheets for all proposed indicators.

Background

USAID/Morocco's goal for the 2000-2005 strategy period is "expanded resource base and capacity for sustainable development". The economic growth team's strategic objective (SO 5) in support of this goal is "increased opportunities for domestic and foreign investment". The team intends to achieve this through a series of interventions that will focus on national level policy and administrative reforms as well as at the community level.

Guiding Principles of the Plan

The performance management plan (PMP) is an important tool for managing and documenting portfolio performance. It enables timely and consistent collection of



comparable performance data, which enables the SO team to make informed program management decisions. Four principles underpin this PMP.

A Tool for Management

The PMP is a management tool and will help the Economic Growth team in at least three ways.

- It will help to *determine if progress is being made*. Progress will be tracked at two levels. First, performance measures will be used to monitor progress in achieving intermediate and final results.
- Tracking performance will also help to *identify opportunities for improvement*. Through regular monitoring of the outputs and associated outcomes of its activities, the Economic Growth team will be able to identify problems and rectify them quickly.
- Finally, performance monitoring will help the team to *demonstrate success*.

Indicators as Basis of Plan

Performance indicators are the basis of this plan. Indicators have been identified that are direct, objective, adequate and practical and will help the team to monitor progress towards its final objectives.

Tell the SO 5 Story

The indicators have also been selected in a way that will help the EG team tell its story effectively. This will be done reporting actual performance during a given year relative to targets and past performance. Where relevant, performance data will also be disaggregated by gender and/or geography.

Participatory

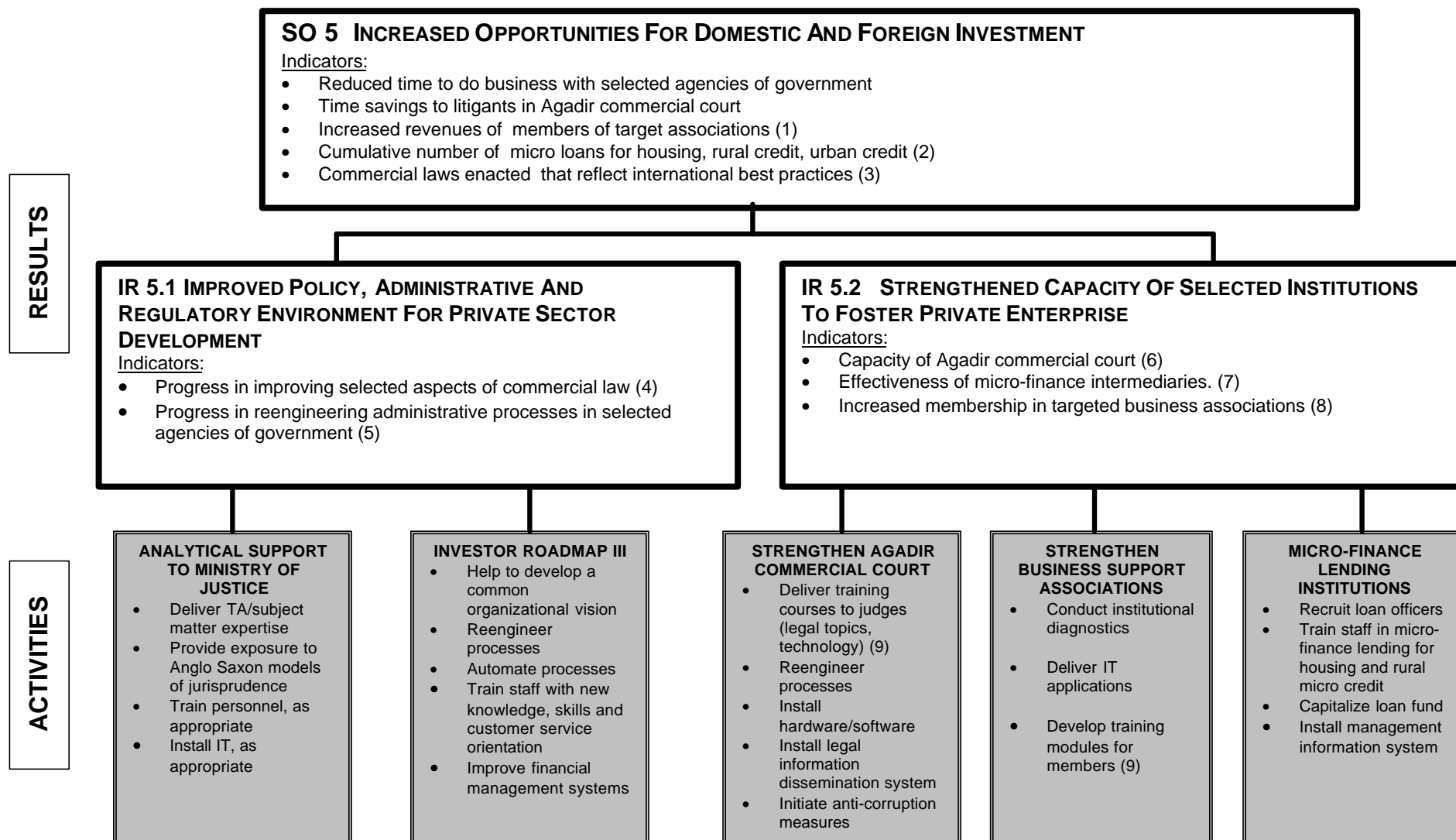
The PMP has also been developed to involve customers and implementing partners in the collection and analysis of performance data. This will help the EG team to manage its program more effectively to achieve the final desired results.

SECTION 2: THE RESULTS FRAMEWORK

The EG team's strategic objective is "increased opportunities for domestic and foreign investment". This objective will be achieved through two intermediate results, which in turn will be realized through five activities. The graphical representation overleaf illustrates this results framework.



SO 5: Results Framework





References from Graphical Representation of Results Framework

- (1) Assumes that revenue of members will increase because quality training was delivered through business support institutions.
- (2) Volume of loans is indicative of increased opportunity for domestic investment.
- (3) This is an imperfect indicator. It is being included here to draw attention to the fact that a SO level indicator of the results of the MOJ intervention is needed. It will need to be significantly modified, as each reform target is determined. It should be ensured that the final indicator developed should be attributable to USAID interventions.
- (4) Progress will be measured along dimensions such as: recommendations provided, legal text revised, new law enacted with revisions, new law enforced. The term “improvement” captures incorporation of Anglo Saxon models of jurisprudence where applicable.
- (5) Progress will be measured as % of progress towards completion, along dimensions such as: organizational visions, processes reengineering, human resource development (includes skills development and customer service orientation, financial management systems development.
- (6) Efficiency of Agadir commercial court will be measured by: legal MIS installed and utilized, improved knowledge of judges of key commercial laws, case management system in place and utilized and operational procedures reformed.
Note on “knowledge of judges”: This assumes that improved knowledge of justices will lead to better decisions. This assumption will have to be tested periodically. Baseline levels of judge’s knowledge and skills will come from training needs assessments and improved knowledge and skills will come from post training evaluations.
- (7) Effectiveness of MFI will be measured on three dimensions: geographic coverage, cost recovery and repayment rates. *Cost recovery* is an accepted measure of management efficiency and will be measured by the % of total costs of the MFI that are recovered through interest income. *Repayment rates* are measures of appropriateness of the micro finance methodology employed and will be measured as is the % of loan payments that are less than 60 days late. *Geographic coverage* for rural micro finance is the number of villages served by the targeted micro-finance intermediary. For the housing credit pilot, geographic coverage will be measured by the number of non-pilot commercial bank branches that offer micro-finance for housing.
- (8) This is a tentative indicator. The initial assumption was that membership increases because service delivery is enhanced through interventions supported by USAID. However, it was subsequently noted that if the existing membership base of the business association already captures the full universe of businesses, increases in membership might not be possible even though the capacity of the business association to deliver services has increased. An alternative indicator will therefore need to be determined. The assistance of the implementing partner for the business support associations activity could be sought in this regard.
- (9) Knowledge and skills acquired as a result of training will be measured during training programs.



Logical Consistency

Activities under the Economic Growth SO will help to accelerate the pace of constructive legal and regulatory reforms, remove or reduce constraints to productive investment, strengthen institutions that support private sector expansion, and enhance opportunities for small and micro-enterprise development. The activities will contribute to achieving the EG team's strategic objective "increased opportunities for domestic and foreign investment".

The Economic Growth team will implement five activities during the CSP period 2000-2005. These activities are:

- Analytical Support to the Ministry of Justice
- Investor Roadmap III
- Strengthening of the Agadir Commercial Court
- Strengthening Business Support Associations
- Micro-Finance Lending Institutions

The development hypothesis is that implementation of these activities will lead to the achievement of two intermediate results. Analytical support to the Ministry of Justice and phase three of the Investor Road Map exercise will lead to IR 5.1 "improved legal, administrative and regulatory environment for private sector development". The other three activities will lead to the achievement of IR 5.2 "strengthened capacity of selected institutions to foster private enterprise". Achievement of the two IRs will in turn lead to the achievement of the strategic objective. Thus, by the end of the strategy period, Moroccan businesses will benefit from fewer administrative and regulatory barriers to investment in areas supported by USAID; more efficient service delivery from selected public and private sector institutions; and increased access to finance, particularly for micro-enterprises.

The team believes that successful implementation of its activities are *sufficient* to cause progress at the IR level, and that progress at the IR level will lead to realization of the SO, the highest level result in the framework. Thus, barring significant changes in the assumptions that underpin the team's development hypothesis (see below), all results within the framework are within the team's manageable interest. Progress at each level will be measured using indicators that are identified in the framework.

Critical Assumptions

The following fundamental assumptions underpin the activities that will be implemented by the Economic Growth team.

- Exogenous factors (civil unrest, military conflict, and natural disasters) do not dampen prospects for substantially increased levels of economic activity in Morocco.
- Counterparts within agencies of government participating in USAID-financed activities will work collaboratively and in good faith with the activity contractors.
- Administrative and regulatory reform continues to be a high priority of the Government of Morocco.



SECTION 3: OVERVIEW OF PERFORMANCE MONITORING REQUIREMENTS

Responsibility for Performance Monitoring

In order to conform to Agency requirements the EG team needs to adhere to the following guidelines regarding performance monitoring.

<i>The EG team should monitor...</i>	<i>Minimum Frequency of Monitoring</i>	<i>Further Guidance</i>
Activities	Annual	Monitor inputs, outputs, and processes to ensure activities are proceeding as expected and are contributing to IRs and SOs as anticipated
USAID-funded Intermediate Results (IRs)	Annual	Annual collection is not required until progress towards the IR is anticipated to begin. See above
Strategic Objectives (SOs)	Annual, for at least one indicator	Monitor indicators at each level to ensure that they continue to measure progress towards the desired result
Critical Assumptions	The SO team should determine appropriate frequency and method of monitoring	The team should collect information of a sufficient level of detail and quality to provide an understanding of whether critical assumptions continue to hold
IRs supported by other donors and development partners (if any)	The SO team should determine appropriate frequency and method of data collection.	Collect information of a sufficient level of detail and quality to ensure an accurate understanding of the progress being made toward each IR

(Adapted from ADS 203, Performance Monitoring and Evaluation)

Budgeting

When budgeting, the EG Team should allocate sufficient and adequate resources for performance monitoring. As a rule of thumb, reengineering guidance recommends allocating 3 to 10 percent of program resources for performance monitoring and evaluation, though factors unique to each activity will influence this decision. If data collection is to be performed by partners and involve collecting data that would not normally be generated during the partner's interventions, the additional costs associated with collecting, processing and reporting the data should be budgeted for in the resources allocated to the partner.



The EG Team should strive for cost-effective performance monitoring. If anticipated costs of collecting acceptable quality data appear prohibitive, the Team should consider:

- Modifying performance indicators to permit less expensive approaches to regular data collection
- Modifying the approach/design of evaluative activities, considering rapid, low cost alternatives
- Modifying the relevant strategic objective or intermediate result, since it is not possible otherwise to judge progress at reasonable costs

Promoting Participation

Agency guidance calls for promoting participation in performance monitoring. From a management perspective this is critical to ensuring that the logic of the results framework holds up in practice and that activities implemented by partners contribute to achieving the SO team's intermediate results and strategic objective. Thus, the EG team should:

- Include stakeholders (partners and customers) when developing performance monitoring plans and collecting and interpreting performance information
- Assist partners to develop their own performance monitoring and evaluation capacity
- Estimate and budget for the financial and technical assistance resources needed to ensure stakeholder participation in performance monitoring and evaluation
- Ensure that partners are responsible for reporting on outputs and results that are useful to the EG team in measuring progress towards its strategic objective. Responsibility for data collection and reporting should be included in agreements negotiated with partners. The EG team should also communicate the SO 5 results framework to its partners and explain how their performance data feeds into the team's reporting.
- Work with partners to ensure that the partner's periodic report is structured in a manner that is useful to the mission while keeping reporting burden to a minimum. For example, the team could request that partner data be reported in both aggregated and disaggregated (by dimensions chosen by USAID) form so that USAID does not need to further manipulate the information.

Data Quality

The Agency is beginning to place greater emphasis on data quality issues. This trend stems from internal and external influences.

In order to manage for results, performance data needs to be valid, reliable and timely. Poor quality data can lead to incorrect inferences. USAID interventions could be considered to have had a given impact when they have not or vice versa. It is therefore imperative that SO teams take steps to understand, document and take steps to address known data limitations. With this knowledge, teams can act effectively to improve the design and results of activities and revise strategies as appropriate.

In addition, the public is carefully scrutinizing the performance of government agencies. With the advent of the Government Performance Results Act and related legislation and executive orders, agencies are moving from accountability for inputs to accountability for results. The public, Congress, and the Office of Management and Budget are increasingly taking a more "results oriented" look at government programs, and the cost-



effectiveness of programs is increasingly being called into question. In an era of shrinking Federal budgets, demonstration of good performance and sustainable program impacts with positive results helps justify programs and their costs. The demonstration of performance rests on the quality of performance data.

Since none of the activities to be supported by the EG team have been finalized yet, baseline data has not been collected and reported in this PMP, except where the baseline is obviously zero. As a result, a data quality assessment also could not be performed. The EG team will therefore need to collect baseline data and test the quality of the data once the implementing arrangements for each of the activities is in place. Following the steps laid out below will help to ensure that the data collected will be of sufficient quality to usefully inform management decisions.

AT THE BEGINNING OF A NEW ACTIVITY

- Conduct a detailed, initial assessment of data quality for each indicator at the start of an activity. Use the data quality checklist annexed to this PMP for this review. The SO team needs to ensure that baseline data are of high or at least reasonable quality. Agency guidance on data quality states that data should be valid, reliable and timely. Ultimately this has to be weighed against the cost of collecting the best data and an acceptable balance set between the two.
- Document the findings of the data quality assessment. If a judgement is made that data are of “good” quality, that judgement needs to be justified.
- If significant data limitations are identified steps should be taken to address them. That is, the problems should either be fixed or alternative data sources sought. Make sure to document the problem as well as the steps taken to rectify the problem.
- Ensure that the partner understands the data quality standards that have to be met. In consultation with the SO team, the partner should develop written procedures for data collection, maintenance and processing. Both the partner and the SO team should retain copies of these procedures.

DURING ACTIVITY IMPLEMENTATION

- Conduct periodic reviews of partners’ methods for data collection, maintenance and processing. The procedures for data collection, maintenance and processing that were developed by the partner at the start of activity implementation as well as the data quality checklist provided here should be used for this exercise. Additional burden associated with data validation and verification could be minimized by building this type of review into normal implementation activities.
- If performance indicators draw on financial information, provide for independent audits or other established procedures to ensure quality of financial information is maintained.
- If data quality problems are identified, take steps to address them. Document any problems as they arise as well as steps taken to address them.

Reviewing Performance

Agency guidance suggests two levels at which performance information should be reviewed on an ongoing basis.



Performance Reviews

These are primarily operational in tone and purpose. Operational level data on activities provide much of the inputs for the review. These should occur more frequently than portfolio reviews (see below)

Portfolio Reviews

This is a much more far-reaching review that should ideally precede preparation for the annual R4 report. While activity level performance is reviewed at this time, the focus is primarily on broader strategic issues. The SO, IRs and performance indicators should be assessed to see if they are still appropriate. In addition, the underlying development hypothesis and assumptions should be tested to see if they still hold true.

In addition to the above, the SO team could also schedule complementary evaluations when a clear management need for such an assessment arises.

The various requirements listed above are summarized in the following calendar. The EG team can use this calendar as a planning tool for various performance monitoring activities.

PERFORMANCE MANAGEMENT CALENDAR		
<i>Action</i>	<i>Timing</i>	<i>Frequency</i>
<i>Initial Data Quality Assessment</i>	TBD by SO team	Once when each activity is launched
<i>Periodic Data Quality Verification</i>	Actual dates TBD by SO team	All data should have been reassessed at least once within 3 years of the original assessment
<i>Performance Review</i>	Actual dates TBD by SO team	At least semi-annually.
<i>Portfolio Review</i>	Actual date(s) TBD by SO team	At least Annual.
<i>Complementary Evaluations</i>	TBD	As needed.

SECTION 4: PERFORMANCE INDICATOR REFERENCE SHEETS

This section of the report consists of performance indicator reference sheets for all IR and SO level indicators in the SO 5 results framework. These sheets should be referenced for information relating to how an indicator is defined, the unit of measurement, who is responsible for monitoring the indicator, frequency and timing of data collection, baseline and performance data, as well as information relating to data quality. It should be noted that these reference sheets are currently in draft form since most of the activities under SO 5 are yet to be fully defined. The reference sheets should be updated in the course of activity design and/or start up.



Strategic Objective: SO 5 – Increased opportunities for domestic and foreign investment			
Intermediate Result: N/A			
Indicator: Time savings to litigants in Agadir commercial court			
Precise Definition of Indicator The indicator measures the average number of days it takes from the time a case is filed in the Agadir commercial court to when a decision is handed down by a judge. <i>Note: The team of subject matter experts coming to Morocco in April 2000 to further refine this activity and prepare for procurement of technical assistance should review this definition and revise it if necessary. It is very important that a clear, unambiguous definition of the starting and ending points for “time to litigate” be specified.</i> A baseline assessment of “average # of days to litigate” will need to be obtained at the start of the activity. This could be done by reviewing a random sample of decisions that have been handed down by the Agadir commercial court during the last year and determining the number of days taken to litigate from the starting point to the ending point. The baseline number will be the average number of days for all cases reviewed. Since time taken to litigate even simple cases is cited as a major constraint to investment (particularly foreign investment), a reduction in the average number will indicate increased opportunity for domestic and foreign investment. The development hypothesis is that the time to litigate should decrease as the capacity of the Agadir commercial court is strengthened through USAID assistance.	Unit of Measure Average # of days to litigate		
	Year	Planned	Actual
	Baseline		TBD
	2000		
	2001		
	2002		
	2003		
	2004		
	2005		
Data Source: Agadir Court; contractor		Data Collection Method: Survey of court records	
Timing/Frequency of Data Collection: Timing: January Frequency: Annual		Responsible Individual:	
Data Quality Assessment Use data quality assessment checklist (see PMP annex) to perform initial assessment of baseline data. The checklist should also be used to guide the contractor's approach to conducting the baseline assessment. Since the baseline will be based on a sampling of court records, care needs to be exercised to ensure that sampling bias is not introduced as this could compromise data validity. Known Data Limitations: TBD Significance of Limitations if Any: TBD Actions Taken/Planned to Address Data Limitations: TBD			



Integrated Managing for Results

Strategic Objective: SO 5 Increased opportunities for domestic and foreign investment			
Intermediate Result: N/A			
Indicator: Increased revenues of members of target associations			
Precise Definition of Indicator The indicator measures the average annual revenue (sales) of each business association's membership base. Members are firms that have paid membership fees for the current year. Revenue should be reported in constant dirhams and be disaggregated by gender (women owned businesses) for each association. Baseline revenue data will need to be collected by the contractor selected to implement the business association support activity. The SO5 team should set targets for revenue increases in consultation with the technical assistance contractor and business association management team. Since implementation will not begin until late in FY 2000, baseline data would not be available until March 2001. Revenue increases would probably not be evident until at least March 2003 and possibly later. This indicator assumes that USAID assistance to APEFEL, FIPROMER and GRIT will strengthen their capacity to provide training and business support services to their members. This will help members to be more competitive and productive which will be evident in increased revenues. To assess whether there is evidence of equal opportunities for investment for women, average revenue of association members should be disaggregated by gender both in the baseline and in the periodic reporting. Surveys will need to be employed to collect periodic performance data. This could be done in a low cost fashion by requiring all association members who take advantage of the advisory services and training provided by the associations to complete questionnaires which record data on annual revenues as well as other contextual information such as net income and employment.	Unit of Measure Average annual revenue (sales), in constant dirhams, of association members by business associations		
	Year	Planned	Actual
	Baseline		TBD
	2000		
	2001		
	2002		
	2003		
	2004		
	2005		
Data Source: Members of APEFEL; FIPROMER; GRIT		Data Collection Method: Surveys	
Timing/Frequency of Data Collection: Timing: January of each year Frequency: Annual starting in 2003		Responsible Individual:	
Data Quality Assessment Use data quality assessment check list (see attached PMP annex) to perform quality assessment of baseline data. Data quality will not be a major issue if the sample of members is random, the survey instrument well crafted, and the survey effectively administered and data transcribed and processed without error. Known Data Limitations: TBD Significance of Limitations if Any: TBD Actions Taken/Planned to Address Data Limitations: TBD			



Integrated Managing for Results

Strategic Objective: SO 5 Increased opportunities for domestic and foreign investment			
Intermediate Result: N/A			
Indicator: Cumulative number of micro loans for housing, rural credit and urban credit			
Precise Definition of Indicator The indicator will measure the cumulative number of micro loans made for housing, rural credit and urban credit (carryover activity from previous strategy period). The data should be disaggregated by gender and geography. Targets for outer years of the strategy period should exceed the number of loans possible under the resources allocated for the housing and rural credit activities respectively. Thus, outer year result should reflect replication of methodologies demonstrated under USAID funded pilots. The pilot demonstration project in Agadir to establish the viability of the proposed approach to microfinance for housing, planned to start in the third quarter FY 2000, will not begin to produce meaningful performance data until March 2002. A rural microfinance activity could also be started in FY 2000, depending upon the findings of the study initiated in April 2000 to determine potential approaches to community-based lending in the Souss-Massa-Draa. SO level data of this indicator cannot be expected before March 2002, at the earliest.	Unit of Measure Cumulative Number of loans		
	Year	Planned	Actual
	Baseline		Rural = 0 Housing = 0 Urban = TBD
	2000		
	2001		
	2002		
	2003		
	2004		
	2005		
Data Source: Microfinance intermediary selected for the housing credit activity (Credit Hotelier et Immobilier and/or Banque Populaire); microfinance institute (MFI) selected for rural credit; VITA/AI Amana for urban credit		Data Collection Method Implementing partner records, verify with periodic independent audits	
Timing/Frequency of Data Collection: Timing: January of each calendar year at a minimum Frequency: At least annual		Responsible Individual:	
Data Quality Assessment Use data quality assessment checklist (see PMP annex) to perform periodic assessments of data quality. Data quality should not be a major issue since the recording of the number of micro loans made is straightforward. Known Data Limitations: Limitations are likely to be low. To be verified when activity commences. Significance of Limitations if Any: TBD Actions Taken/Planned to Address Data Limitations: TBD			



Strategic Objective: SO 5 – Increased opportunities for domestic and foreign investment			
Intermediate Result: N/A			
Indicator: Reduced time to do business with selected agencies of government			
Precise Definition of Indicator: The indicator measures the average number of days it takes from the time an investor initiates a request for services to when the agency completes action on the request. A baseline assessment of “average number of days to get agency action” will need to be obtained at the start of the activity. This could be done by surveying investors who have sought that particular action from the agency during the last year. A reduction in the “average number of days to get agency action” will indicate increased opportunity for domestic and foreign investment. The hypothesis is that the time to obtain government action should decrease, as agencies reengineered through USAID assistance are better able to serve investors.	Unit of Measure Average # of days		
	Year	Planned	Actual
	Baseline		TBD
	2000		
	2001		
	2002		
	2003		
	2004		
	2005		
	Data Source: Ministry of General Government Affairs (MAGG); The Services Group; agencies targeted for reengineering; inter-agency focus group; Confederation Generale des Entrepreneurs Marocains (CGEM)		
Timing/Frequency of Data Collection: Semi-annually			Responsible Individual:
Data Quality Assessment Use data quality assessment checklist (see PMP annex) to perform assessments Know Data Limitations: Significance of Limitations if Any: TBD Actions Taken/Planned to Address Data Limitations: TBD			



Integrated Managing for Results

Strategic Objective: SO 5 Increased opportunities for domestic and foreign investment			
Intermediate Result: N/A			
Indicator: Commercial laws enacted that reflect international best practices			
Precise Definition of Indicator: This is an imperfect indicator that will have to be redefined as the reform targets are identified in conjunction with the Ministry of Justice. If retained in this form, the indicator will measure the number of commercial laws that USAID has assisted in revising that reflect international best practice. Targets can only be set once the reform targets have been clearly identified. The extent to which the laws reflect international best practice will be based on expert opinion. Since the indicator measures number of laws <i>enacted</i> , performance data will not be available until the outer years of the strategy period.	Unit of Measure Number of laws		
	Year	Planned	Actual
	Baseline		0 laws
	2000		
	2001		
	2002		
	2003		
	2004		
	2005		
	Data Source: Ministry of Justice (MOJ); Implementing partners; SO 5 records		Data Collection Method Expert opinion based on review of documents and key informant interviews with selected MOJ officials
Timing/Frequency of Data Collection: Timing: January of each year Frequency: Annual starting outer years of strategy period		Responsible Individual	
Data Quality Assessment Use data quality assessment check list (see PMP annex) to perform quality assessment of data, particularly to verify methodology used by expert to determine the extent to which international best practice is reflected in the laws. Data quality is an issue to the extent that “reflection of international best practice” will be based on a subjective opinion. Known Data Limitations: Limitations likely to be low Significance of Limitations if Any: N/A (modify if necessary) Actions Taken/Planned to Address Data Limitations: N/A (modify if necessary)			



Integrated Managing for Results

Strategic Objective: SO 5 - Increased opportunities for domestic and foreign investment			
Intermediate Result: IR 5.1 – Improved policy, administrative and regulatory environment for private sector development			
Indicator: Progress in Improving Selected Aspects of Commercial Law			
Precise Definition of Indicator <p>The indicator will measure progress in improving selected commercial laws. Improvements in commercial law will be achieved through four distinct, sequential steps.</p> <ul style="list-style-type: none"> - Step 1: Law reviewed and recommendations for reform provided - Step 2: Legal text revised based on recommendations - Step 3: New law enacted with revisions - Step 4: New law enforced. <p>Each step will need to be more precisely defined once the targets for reform are identified and the nature of TA solicited becomes clearer. Only laws that are the target of USAID assistance should be counted.</p> <p>Targets should be set annually for the number of laws expected to have <i>completed</i> each step. For example, for 2001, the target could be that USAID funded TA would result in 3 laws completing step 1 (law reviewed and recommendations provided) and 2 laws completing Step 2 (legal text revised based on recommendations). The target for a given step in a given year should be, at a minimum, the actual achieved at the prior step in the prior year. Thus, if 3 laws completed step 1 (law reviewed and recommendations provided) in 2001, then the step 2 target for 2002 should <i>at a minimum</i> be 3 laws.</p> <p>These results will be achieved through USAID financed technical assistance. The TA will support the Ministry of Justice's efforts to modernize various aspects of Moroccan commercial law. A mechanism will be set up to screen requests for TA.</p> <p>The indicator may need to be modified when the targets (different laws under the commercial code) for reform are identified.</p>	Unit of Measure # of laws benefiting from USAID assistance that have completed each step.		
	Year	Planned	Actual
	Baseline		Phase 1 = 0 Phase 2 = 0 Phase 3 = 0 Phase 4 = 0
	2000		
	2001		
	2002		
	2003		
	2004		
	2005		
Data Source: Ministry of Justice (MOJ); Implementing partners; SO 5 files			Data Collection Method Review of documents; Key informant interviews with selected MOJ officials
Timing/Frequency of Data Collection Timing: January of Each Year Frequency: Annual			Responsible Individual
Data Quality Assessment Use data quality assessment checklist (see PMP annex) to perform assessment.			
<p>Data quality is not a major issue with this indicator since the total number of laws affected by USAID assistance will be relatively few over the life of the activity. Care will need to be exercised in ensuring that the precise definitions for each stage are applied when determining the actual number of laws that have completed a given stage.</p> <p>Known Data Limitations: Limitations likely to be low; (needs to be confirmed at later date)</p> <p>Significance of Limitations if Any: N/A (modify if necessary)</p> <p>Actions Taken/Planned to Address Data Limitations: N/A (modify if necessary)</p>			



Integrated Managing for Results

Strategic Objective: SO 5 - Increased opportunities for domestic and foreign investment																												
Intermediate Result: IR 5.1 – Improved policy, administrative and regulatory environment for private sector development																												
Indicator: Progress in reengineering administrative processes in selected agencies of government																												
Precise Definition of Indicator The indicator will measure progress in reengineering administrative processes in selected agencies of government that perform functions that are critical to fostering private investment. For each agency selected, the reengineering exercise is likely to focus on the following four areas: development of a common organizational vision, process reengineering, human resource development and financial management reform. Each area of focus will need to pass through three sequential phases before the reengineering intervention is complete. Phase 1: Diagnose problem(s) and identify solutions; (Weight:20) Phase 2: Implement solutions; (Weight:60) Phase 3: Transition Activity to organization. (Weight:20) Implementation is accorded a 60% weight because the majority of the work will be performed during this phase. For each area of focus, points are awarded on either a 20-point scale or a 60-point scale for the extent to which a phase is completed. The following example illustrates how progress toward reengineering will be calculated for each agency. <table><tr><td></td><td>Phase 1</td><td>Phase 2</td><td>Phase 3</td></tr><tr><td>Vision</td><td>15/20</td><td>0/60</td><td>0/20</td></tr><tr><td>Process Reengineering</td><td>20/20</td><td>30/60</td><td>0/20</td></tr><tr><td>Human Resource Dev.</td><td>20/20</td><td>30/60</td><td>0/20</td></tr><tr><td>Financial Management</td><td>15/20</td><td>0/60</td><td>0/20</td></tr><tr><td>Average Completion</td><td>17.5/20 = 87.5%</td><td>15/60 = 25%</td><td>0%</td></tr></table> This indicator will need to be refined once the reengineering activity is further developed. At a minimum, for each agency targeted, the sub-activities under each phase will need to be identified for each area of focus. It is also possible that additional areas of focus or more than three phases might be identified. However, the general approach presented here can be easily adapted to respond to these changes. Targets will need to be set annually for percentage completing of each phase.				Phase 1	Phase 2	Phase 3	Vision	15/20	0/60	0/20	Process Reengineering	20/20	30/60	0/20	Human Resource Dev.	20/20	30/60	0/20	Financial Management	15/20	0/60	0/20	Average Completion	17.5/20 = 87.5%	15/60 = 25%	0%	Unit of Measure % progress achieved	
				Phase 1	Phase 2	Phase 3																						
			Vision	15/20	0/60	0/20																						
			Process Reengineering	20/20	30/60	0/20																						
			Human Resource Dev.	20/20	30/60	0/20																						
			Financial Management	15/20	0/60	0/20																						
			Average Completion	17.5/20 = 87.5%	15/60 = 25%	0%																						
			Year	Planned	Actual																							
			Baseline		Phase 1: 0% Phase 2: 0% Phase 3: 0% For all areas of focus																							
2000																												
2001																												
2002																												
2003																												
2004																												
2005																												

Data Source: Implementing partner(s).			Data Collection Method Review quarterly/semi-annual progress reports from implementing partner. Verify accuracy of partner estimates of completion.
Timing/Frequency of Data Collection Frequency: Quarterly or semi-annual Timing: Jan/Mar/June/Oct or Jan/Jun			Responsible Individual
Data Quality Assessment Use data quality assessment checklist (see PMP annex) to perform assessment at beginning of activity. The main issue here is the qualitative nature of the data. Every effort will need to be made to establish precise, clear definitions of each category so that subjectivity is minimized.			
Known Data Limitations: TBD			
Significance of Limitations if Any: TBD			
Actions Taken/Planned to Address Data Limitations: TBD			



Integrated Managing for Results

Strategic Objective: SO 5 - Increased opportunities for domestic and foreign investment			
Intermediate Result: IR 5.2 – Strengthened capacity of selected institutions to foster private enterprise.			
Indicator: Capacity of Agadir Commercial Court			
Precise Definition of Indicator Capacity of Agadir commercial court will be based on: <ul style="list-style-type: none">- progress in installation and demonstrated use (by judges) of a legal MIS- improved knowledge of commercial law by judges- progress in installation and demonstrated use of a case management system- progress in improving administrative systems (such as budgeting for O&M) The capacity of the court will be assessed periodically by an independent subject matter expert. Baseline capacity level will have to be determined at the start of the activity. The expert conducting the baseline assessment should be asked to develop a set of criteria that can be applied for subsequent monitoring. Targets should be established in conjunction with the implementing partner.	Unit of Measure Scale of 1 – 5, with 1 representing low capacity and 5 representing high capacity		
	Year	Planned	Actual
	Baseline		TBD
	2000		
	2001		
	2002		
	2003		
	2004		
	2005		
Data Source: Expert assessment		Data Collection Method Interviews, observation, review of documentation	
Timing/Frequency of Data Collection Annual		Responsible Individual	
Data Quality Assessment Use data quality assessment checklist (see PMP annex) to perform assessment/advise evaluator who will determine baseline level of capacity.			
Known Data Limitations: TBD			
Significance of Limitations if Any: TBD			
Actions Taken/Planned to Address Data Limitations: TBD			



Integrated Managing for Results

Strategic Objective: SO 5 - Increased opportunities for domestic and foreign investment		
Intermediate Result: IR 5.2 – Strengthened capacity of selected institutions to foster private enterprise		
Indicator: Effectiveness of selected micro finance intermediaries (MFI)		
<p>Precise Definition of Indicator Effectiveness of micro-finance intermediaries will be measured on three dimensions – geographic coverage, cost recovery and loan repayment. Geographic coverage measures the reach of the MFI; the loan repayment is a widely accepted measure of management efficiency and cost recovery is a measure of the appropriateness of the methodology utilized by the MFI.</p> <p>Geographic coverage is calculated as follows: <i>For rural micro-credit (GC-R):</i> Number of villages served by targeted MFI <i>For urban micro-credit (GC-U):</i> Number of urban areas served by targeted MFI <i>For housing micro-credit (GC-H):</i> Number of non-pilot commercial bank branches that offer micro finance for housing</p> <p>Cost recovery (CR) is calculated as: % of total costs of MFI recovered through interest income for rural credit (CR-R); urban-credit (CR-U); housing (CR-H)</p> <p>Loan repayment (LR) rate is calculated as: % of loans payments that are less than 60 days late for rural credit (LR-R); urban credit (LR-U); housing (LR-H)</p>	<p>Unit of Measure Geographic Coverage: # Cost recovery: % Loan repayment: %</p>	
	Year	Planned
	Baseline	Actual GC-R: 0 GC-H: 0 GC-U: TBD CR-R: 0% CR-U: TBD CR-H: 0% LR-R: 0% LR-U: TBD LR-H: 0%
	2000	
	2001	
	2002	
	2003	
	2004	
	2005	
Data Source: Implementing partner		Data Collection Method Partner database; Standard data collected by financial intermediaries.
<p>Timing/Frequency of Data Collection Timing: Jan/Mar/June/Sept Frequency: Quarterly</p>		Responsible Individual
<p>Data Quality Assessment Use data quality assessment checklist (see PMP annex) to perform initial data quality assessment.</p> <p>Known Data Limitations: TBD</p> <p>Significance of Limitations if Any: TBD</p> <p>Actions Taken/Planned to Address Data Limitations: TBD</p>		



Integrated Managing for Results

Strategic Objective: SO 5 - Increased opportunities for domestic and foreign investment			
Intermediate Result: IR 5.2 – Improved legal, administrative and regulatory environment for private sector development			
Indicator: Membership in targeted business associations.			
Precise Definition of Indicator This is a tentative indicator. The initial assumption was that membership increases because service delivery is enhanced through interventions supported by USAID. However, it was subsequently noted that if the existing membership base of the business association already captures the full universe of businesses, increases in membership might not be possible even though the capacity of the business association to deliver services has increased. An alternative indicator will therefore need to be determined. The assistance of the implementing partner for the business support associations activity could be sought in this regard.	Unit of Measure		
	%		
	Year	Planned	Actual
	Baseline		TBD
	2000		
	2001		
	2002		
	2003		
	2004		
	2005		
Data Source:		Data Collection Method	
Timing/Frequency of Data Collection Timing: January of each year Frequency: Annual		Responsible Individual	
Data Quality Assessment Use data quality assessment checklist (see PMP annex) to perform initial data quality assessment.			
Known Data Limitations: TBD			
Significance of Limitations if Any: TBD			
Actions Taken/Planned to Address Data Limitations: TBD			



SECTION 5: NEXT STEPS TO COMPLETE THIS PMP

Because the activities to be implemented under SO 5 have not been finalized yet, some elements of this PMP remain incomplete. The following are actions that the EG team should take in order to complete this PMP.

- Review performance indicators once the activity associated with the indicator has been developed fully and confirm that the indicator continues to be appropriate. It is already clear that some indicators will need to be refined once the details of the activity are determined. This has been noted in the relevant indicator reference sheets.
- Collect baseline data when activities are in their start up phase. Typically, the activity will have to be fully defined with contractor presence on the ground before this can be done.
- Evaluate quality of baseline data. Provide guidance to implementing partners on how to collect, maintain and process data. Providing the guidance up front will help to ensure that the standards of validity, reliability and timeliness are met and that the data quality assessment does not reveal significant data limitations. Findings of the data quality assessment should be documented in the relevant indicator reference sheet.
- Allocate responsibilities for monitoring each performance indicator to a member of the SO team and update the PMP with this information.
- Fill in the performance management calendar for the next two years so that performance reviews, portfolio reviews and ongoing data quality verification is programmed into the EG team's management calendar.



ANNEXES



ANNEX 1

SCOPE OF WORK

- Facilitate a review of the draft results framework for the revised EG strategy
- Validate linkages and appropriateness of proposed performance measures (including internal consistency and conformance with ADS guidance) and suggest revisions, as appropriate
- State assumptions
- Assess/discuss data sources (reliability, validity, availability, cost) (Note: since the activities are not yet specified this requirement was removed from the final scope of work)
- Draft a performance monitoring plan, including recommended data collection methodology
- Help the EG team select a few illustrative indicators for inclusion in the R4 narrative
- Suggest next steps to finalize the PMP



ANNEX 2

Work Plan

March 24, 2000	1:30 PM - Meet with SO 5 core team 2:30 PM - Meet with full SO 5 team
March 26, 2000	Review EG Results Framework Validate linkages Modify Framework
March 27, 2000	8:30 AM – Facilitate review of results framework <ul style="list-style-type: none">• Discuss strengths and weaknesses of current framework• Examine modified framework and consider alternative indicators• Review assumptions underpinning framework 3:30 PM – Meet with SO 5 team <ul style="list-style-type: none">• Present revised framework, including SO and IR indicators
March 28, 2000	Review findings/conclusions of EG team meeting. Document final agreed framework with narrative describing linkages Develop performance management plan, including indicator reference sheets and recommended data collection methodology Develop tool to assess data quality (reliability, validity, availability, cost)
March 29, 2000	Draft Performance Management Plan that will include revised EG framework, indicator reference sheets (filled out to the extent possible), calendar for various performance measurement activities and next steps for completing PMP Exit briefing with SO 5 team leader 4:00 PM – Debriefing with Mission Director Jim Bednar Submit draft PMP



Deliverables	
--------------	--

March 29, 2000

12:00 Noon - Submit draft PMP

April 5, 2000 (tentative, from Washington)

Submit revised PMP (soft and hard copy) which reflects EG team leader comments

ANNEX 3

DATA QUALITY CHECKLIST

1. ARE THE DATA VALID?

1.1 Check for Measurement Error

- *Sampling Error (only applies when the data source is a survey)*
 - Were samples representative?
 - Were the questions in the survey/questionnaire clear, direct, easy to understand?
 - If the instrument was self-reporting were adequate instructions provided?
- *Non Sampling Error*
 - Is the data collection instrument well designed?
 - Were there incentives for respondents to give incomplete or untruthful information?
 - Are definitions for data to be collected precise? Anyone should be able to read the definition and collect the same set of data. This applies to both quantitative and qualitative data, but is particularly problematic for qualitative data. For example, if data need to be collected on the participation of women in a particular sector or process, a clear, direct, easy to understand definition of “women’s participation” needs to be developed.
 - Are enumerators well trained? How were they trained? Were they insiders or outsiders? Was there any quality control in the selection process?
 - Were there efforts to reduce the potential for personal bias by enumerators?

1.2 Check for Transcription Error

- What is the data transcription process? Is there potential for error?
- Are steps being taken to limit transcription error? (e.g., double keying of data for large surveys, random checks of data entered by supervisors for partner data)
- If raw data need to be manipulated to produce the data required for the indicator,
 - Are the correct formulae being applied?
 - Are the same formulae applied consistently from year to year, site to site, data source to data source (if data from multiple sources need to be aggregated)?
 - Are final numbers reported accurate? (E.g., does a number reported as a “total” actually add up?)

1.3 Check for Representativeness of Data

- Is the sample from which the data are drawn representative of the population served by the activity?



- Did all units of the population have an equal chance of being selected for the sample?
- Is the sampling frame (i.e., the list of units in the target population) up to date?
Comprehensive? Mutually exclusive (for geographic frames)
- Is the sample of adequate size?
- Are the data complete? (i.e., have all data points been recorded?)

2. ARE THE DATA RELIABLE?

- Is a consistent data collection process used from year to year, location to location, data source to data source (if data come from different sources)?
- Is the same instrument used to collect data from year to year, location to location? If data come from different sources are the instruments similar enough that the reliability of the data are not compromised?
- Is the same sampling method used from year to year, location to location, data source to data source?

3. ARE THE DATA TIMELY?

3.1 Frequency

- Are data available on a frequent enough basis to inform program management decisions?

3.2 Currency

- Are the data reported in a given time frame the most current practically available?